



THE ROCKEFELLER UNIVERSITY

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NEW YORK, NY 10021

September 12, 1986

JOSHUA LEDERBERG

PRESIDENT

A. R. Maness
Captain, U.S. Navy
Office of the Chief of
Naval Operations
CNO Executive Panel
Washington, D.C. 20350-2000

Dear Captain Maness:

Thank you for your letter of September 9th. I certainly do look forward to continuing to work with the CEP, Admiral Trost and yourself. My main shortfall of satisfaction with the CEP comes simply from my own difficulties of schedule (which derive of course from conflicting obligations rather than any limitations of interest). During the next year this will be compounded: Fred Ikle has just coopted me to a new commission which may be taking more than the usual quota of the time that I can spare from the University. I am looking forward to attending the Plenary at least for November 13. November 12 is at the moment more in question.

I have a very good reaction to the overall format and management of CEP. I do not know of any other comparably high level advisory group where the principal executive has a) such a well organized staff and b) is willing to confide so intimately with us confidants about the matters of deepest concern to him. These of course are the principal starting point of what we should be sharing counsel on. So I would repeat that the CEP ranks in the highest echelons of my esteem as a way to bring a diverse set of perspectives to bear on the CNO's very broad mission.

As a personal reaction, I have had some difficulty in keeping up with what other task forces are being charged to do and with their conclusions. This would be mitigated if it were possible to achieve perfect attendance but this is a structural problem, not a casual lapse. Perhaps a file might be maintained at CEP that members could peruse at small leisure during their

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visits. Some modest amount of time might even be set aside for that kind of catching up -- with the help of some staff. But other members of the panel may not share this discomfiture.

One substantive matter does concern me. The briefings I had on the "Libyan raid" at the Defense Science Board, left many questions in my mind about the efficacy of our carrier fleet for one of its primary missions, force projection. (Perhaps there was a fuller briefing that I missed at the CEP from the Navy's perspective that would have alleviated these concerns). I feel that the bottom line of that experience was that the combined efforts of the U.S. Air Force and the U.S. Navy accomplished a portentous warning, but did proportionately little real damage to the adversary's military force. And this from a combined arms operation! Where does this leave the sense of what the Navy carrier could do in those theaters where it would be striking alone? I realize that there are doctrinal and political complexities that may warp any realistic image of that particular circumstance. But we could set those aside and look at the narrower technical issues about the limitations of equipment and intelligence available to a strictly Naval force that will surely be charged with similar missions in the future. Behind this are fundamental contradictions in the mission of the Navy under the maritime strategy, which may leave us less than ideally configured to cope with the operational realities of lower level warfare.

Again I apologize if I am referring to matters that have been fully discussed and I simply missed them.

I did serve with deep interest on a couple of studies that addressed Naval options in low level warfare and this would continue to be one of the areas where I am eager to be helpful. My utility has perhaps been in a critical rather than a creative vein but I hope that criticism has been constructive and contributory.

Would that the other chiefs, or the chairman give, some thought to the establishment of panels and staff comparable to the CEP! I know that Jim Watkins was surprised that was not the case. Perhaps there is some example that Admiral Trost might wish to share with his colleagues on the JCS.

If it were convenient for you to send me a resume of currently active task forces, and the agenda items that have been in discussion the last couple of plenaries -- to the extent that these are still pertinent to future decisions -- they might be

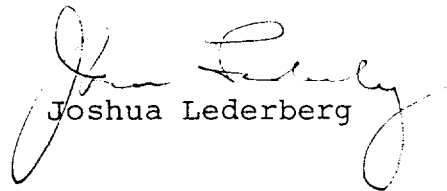
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helpful to me and others in promoting deeper reactions to your solicitation. The files I can keep on these matters are not so complete or readily retrievable as I would wish for the ideal.

In the context of formal CEP matters, or in any other way that I can be helpful to you, please do not hesitate to call upon me at any time. My congratulations and best wishes on your present assignment.

Yours sincerely,


Joshua Lederberg

bcc: Jake Stewart

(Pentagon)

Please (continue to) respond to

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